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[REDACTED]  
SPECIAL SESSION  
CAREER SERVICE PANEL  
OFFICE OF RESEARCH AND DEVELOPMENT

21 February 1973

Attendees:

25X1A9A

[REDACTED]  
[REDACTED]  
[REDACTED]

Chairman

25X1A9A

Executive Secretary

25X1A9A

Recording Secretary

Absentees

[REDACTED]

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1. The meeting was called to order by the Chairman at 1340 hours.

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2. [REDACTED] told the CSP members that the exercise on the Personnel Development Program would require the Division Chiefs to identify the GS-15s, GS-14s and GS-13s they regard as "comers." He asked the members to submit their recommendations with the thought that these employees can advance and fill some of the vacancies from GS-18 down through the GS-13 level, as discussed in an earlier meeting.

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3. [REDACTED] stated not all of these employees in the grade levels mentioned will have executive potential, but they will do well in their scientific field. He queried the members as to whether they would want these people identified. The Panel members agreed this should be done. He also stated the DD/S&T Career Board wanted ideas on how to implement the Personnel Development Program.

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4. [REDACTED] suggested to the Panel members that they select a few of the "comers" in each grade level and lay out a "pilot" program instead of looking at all professionals at this time. He felt the members should try to determine how ORD could promote their employees through this program. He suggested to the Panel that they "work" these cases through the Personnel Development Program in order to see what problems will be encountered.

[REDACTED]

[REDACTED]

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5. [ ] stated that some of the "comers" are identifiable now and can go on to executive training. He circulated a list of executive training suggestions received from DD/S&T. 25X1A9A

6. [ ] stated his challenge to the premise of turning over senior staff for purposes expressed.

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7. [ ] asked the Panel members to identify employees who have a) executive potential and can move on to supergrade levels and b) those who can move to SPS levels. The GS-15s were considered as follows:

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[ ]	-	No
	-	No
	-	No
	-	No
	-	2-year rotational assignment to FBIS
	-	No
	-	Resigning on 2 March 1973
	-	-
	-	Yes (See comments below)
	-	SPS
	-	SPS
	-	SPS

COMMENTS:

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[ ] needs exposure to management training. [ ] outspoken personality might prevent him from being a manager. ORD management problems are not like any others in the Agency. [ ] needs the experience of being moved into other organizations who have different organizational problems in order to make him appreciate responsibility and the problems that go with that responsibility. [ ] has done well managing people in the text of the technical problem but not in the sense of the organization response problems. [ ] has an ingrained desire to devise technical systems instead of intelligence capabilities.

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COMMENTS: [ ] (Continued)

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25X1A9A [ ] Perhaps [ ] has not had sufficient counseling by his previous supervisors concerning his impulsivity.

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25X1A9A [ ] [ ] has a very excellent managerial capability. He has become controversial from things not of his doing. He does have a real managerial potential perspective and can take firm and acceptable action.

25X1A9A [ ] You need to identify a limitation that can be trained out.

25X1A9A

25X1A9A [ ] [ ] tends to take too firm and rigid a position in certain matters. He should learn to be a little more flexible. If he has a weakness, this is it.

25X1A9A [ ] I think [ ] prematurely gets himself into a position before he finds out the facts, and then he has difficulty in backing out of the position.

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25X1A9A [ ] [ ] is quick to note issues and problems. He frequently surprises me by his depth of perception and understanding. He can be quite difficult to move because he has an extraordinarily high sense of integrity which sometimes leads to a position of rigidity.

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25X1A9A [ ] [ ] could you tell us of his accomplishments.

25X1A9A

25X1A9A [ ] He has been engaged in an effort to develop an Agency-wide VIP assessment system. The Training Systems Survey document is a singular success as applied to the Agency

25X1A9A [ ] [ ] has also been working in the Narcotics Control area. I don't see him as a leader; I don't see him as a senior manager. He is more of a group leader with a highly sophisticated research group, not even a development group. I think he is a misfit.

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COMMENTS: [ ] (Continued)

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[ ] When [ ] was assigned a task coordinating in the Narcotics Control area he spent much time thinking about the role he should assume. He felt his role was to coordinate only. He felt he was not going to act as a judge of the worth or appropriateness of anyone's proposal. He felt this was not his job.

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[ ] That is when he got into trouble. He took the words on the paper.

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[ ] He is a literalist. When it became evident that [ ] was going to act only as a coordinator, he received calls from the Directorates and TSD; and he worked with them. [ ] then was informed by Dr. Steininger that TSD would provide him with a write-up of BNDD requirements which would be submitted to the White House Committee. [ ] received raw material from TSD. He gave it back to TSD and told them it was unsatisfactory. TSD did not respond. [ ] rewrote the requirements when the White House asked that it be delivered to them. [ ] left this rewrite on the desk of Dr. Steininger. Dr. Steininger did not review the material prior to its delivery to the White House. The White House Committee came back and said [ ] did not come up with a proper program. Dr. Steininger "blew up" at [ ], not TSD.

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[ ] Because of the political intensity, it was necessary for [ ] to keep a low profile and see that the Agency role was not abused.

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[ ] just that. I think [ ] was himself abused for doing and consideration for promotion to supergrade.

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[ ] He is an SPS type.

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[ ] has had plenty of training to date. He has good qualifications and a good mind, but he is overextended and oversold. He must really be "pushed." He has got to be put in some tight situation and made to see it through.

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COMMENTS: [REDACTED] (Continued)

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[REDACTED] What you are saying is that he has the technical capability and potential, but he has not withstood the test of the job yet.

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[REDACTED] He needs more experience.

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[REDACTED] needs a change of job assignment and experience in other Agency components.

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[REDACTED] I would agree that [REDACTED] would make a good Deputy Chief.

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[REDACTED] is well thought of in his discipline area. He is a good technical manager. I think [REDACTED] is capable of reaching larger horizons than his present post.

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[REDACTED] He has potential and is flexible in nature, and with the right training he could shift to other parts of the organization.

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[REDACTED] His real weakness is knowing so little about the Agency.

8. The Panel then identified the GS-14s with a) executive potential and can move on to supergrade levels, b) those who can move to SPS levels, and c) those who can work up to one more grade:

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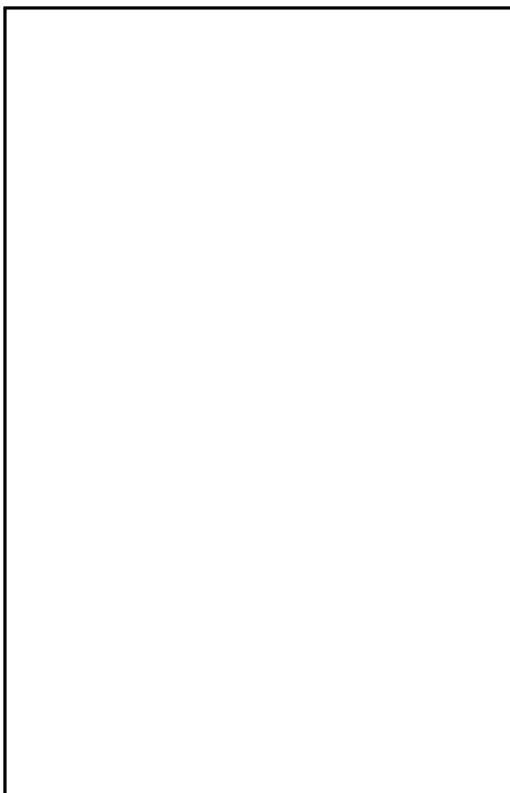
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8. (Continued)

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- No
- No
- No
- No
- No
- GS-15
- No
- GS-15
- GS-15
- No
- GS-15 (See comments below)
- GS-15
- Did not discuss
- Not with ORD long enough to evaluate
- GS-15
- GS-15, Supergrade, Executive Potential
- GS-15
- GS-15, SPS, Executive Potential
- No
- GS-15, Supergrade, Executive Potential
- GS-15, SPS, Supergrade, Executive Potential

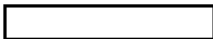
COMMENTS:

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Lacks drive - too much of a gentleman.

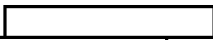

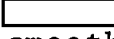
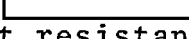
 Doesn't want to put out. Somthing might motivate him.

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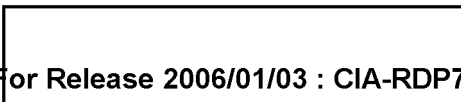


 Has plenty of training but not as much polish as  He has a lesser technical background but has more management potential than  It is a matter of modification.  has a smoother manner, but he takes a path of least resistance.

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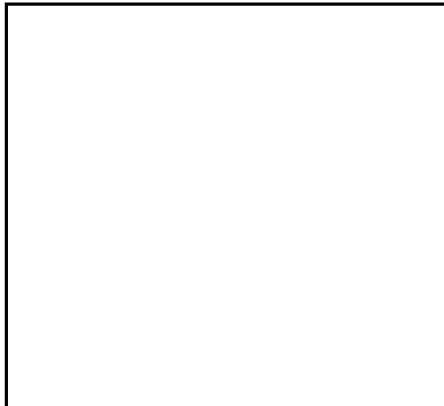
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9. The CSP then considered the GS-13s to identify those who could be promoted to GS-14, gain supergrade and SPS levels and have executive potential:

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- No
- No
- No
- No
- GS-14, Supergrade, Executive Potential
- GS-14
- GS-14, Supergrade, Executive Potential
- GS-14, Supergrade, Executive Potential
- GS-14

10. The CSP, in summary, selected the following ORD "R" Careerists for Executive Development:

GS-15s to GS-16s

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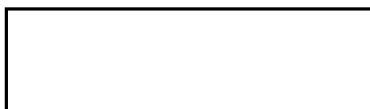
GS-14s to GS-15s

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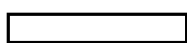


GS-13s to GS-14s

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11.  then advised the CSP members present that their employees have been identified as to potential; it was their task to come forward with a proposed program for executive development training and assignment requirements.

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12. [ ] asked the CSP to decide on guidelines for training professionals - GS-15s going to GS-16 level. The CSP listed the following:

- a. Harvard School of Management
- b. Federal Executive Institute
- c. Brookings Institution
- d. National War College

13. Meeting adjourned at 1510 hours.

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[ ]  
Executive Secretary  
Career Service Panel/ORD

APPROVED:

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[ ]  
Chairman, Career Service Panel/ORD

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SPECIAL MEETING  
CAREER SERVICE PANEL

21 February 1972

1330 hours  
Room 607 - Conference Room

AGENDA

1. Personnel Development Program

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